



An analysis of the effect of organizational citizenship behavior on internal service quality

Yavuz DEMIREL

ORCID: 0000-0003-3478-6307

Çankırı Karatekin University, Çankırı, Turkey

Ömer KARADEMİR

ORCID: 0000-0003-1109-4797

Kastamonu University, Kastamonu, Turkey

Abstract. Organizational citizenship behavior, explained in terms of the concepts of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, is generally managed in two dimensions: as organizational citizenship behavior towards the individual and towards the organization. Internal service quality, on the other hand, is based on the principle that relations between employees working in different units of the organization, or between units, or between the organization and the employee, are conducted according to quality standards. *Purpose.* Thus, the main purpose of this study is to determine the potential of employees' perceptions of organizational citizenship to explain internal service quality. *Method.* For this purpose, data were collected from 216 public sector employees in X province in Turkey through a questionnaire. The study first tested the construct validity and reliability of the scales. A structural equation model was established to analyze the research model. *Findings.* Structural equation model analysis revealed that organizational behavior towards individuals has a positive effect on organization-related, group-related, and person-related internal service quality, while organizational behavior towards the organization has a positive effect on person-related internal service quality. *Value of results.* From the research results, there is a moderate relationship between organizational citizenship behavior and internal service quality, and perceptions of organizational citizenship behavior are predictors of internal service quality. From these results, it appears that the psychological sense of ownership, which is critical to employees' success in the workplace, acts as an influencing factor for their relationships with each other.

Keywords: organizational citizenship behavior, internal service quality, public sector.

Introduction

Emerging trends such as the increase in global competition, the revolution in information technologies, and the emergence of the information society present economic, cultural, and strategic challenges to public institutions such as municipalities. These extraordinary developments are forcing both municipalities and municipal employees to take multi-faceted action. Municipalities must adopt modernizations and practices from the private sector to increase operational efficiency and improve

communication with citizens. Under pressure to increase efficiency and effectiveness, municipalities must provide quality services by operating more productively and cost-effectively (Korlu, 2019).

The quality-of-service delivery depends largely on the satisfaction of internal customers (employees) (Skarpeta et al., 2020). This situation, conceptualized as internal service quality, is characterized by employees' attitudes towards each other and the way they serve each other within the organization (Heskett et al., 1994). Many researchers have found evidence that organizations that provide high-quality services to their internal customers are generally successful, and that employee satisfaction can lead to improved organizational performance (Pantouvakis, 2011; Singh, 2016; Nguyen, Cung, 2019).

However, employee volunteerism can positively impact internal service quality (ISQ) and enable the organization to run more smoothly. For this reason, every organization should increase its organizational effectiveness by encouraging its employees to volunteer outside their roles, become more involved in the organization, and help their colleagues (Podsakoff et al., 2000). These behaviors, referred to as organizational citizenship behaviors, are individual contributions that go beyond the stated role requirements of the job and are not directly or explicitly recognized by the formal reward system (Organ, 1988; Organ, Ryan, 1995).

In recent years, many studies have been conducted in the field of organizational behavior to examine the antecedents of organizational citizenship behavior such as organizational citizenship behavior (OCB), and the effects on job satisfaction (Netemeyer et al., 1997; Singh, Singh 2018; Pio, Tampi 2018), organizational justice (Netemeyer et al., 1997; Pan et al., 2018; Donglong et al., 2020), organizational commitment (Williams, Anderson 1991; Devece et al., 2016), and organizational citizenship behavior on performance evaluation (Podsakoff et al., 1997; Allen, Rush 1998; He et al., 2019).

There are many studies on organizational citizenship behavior. However, it seems that there is a limited number of studies on the relationship between organizational citizenship behavior and internal service quality (Dimitriades, 2007; Allahyari Bouzanjani, 2015). Although the importance of organizational citizenship behavior and internal service quality to organizational effectiveness is clear, there is no clear approach to the relationship between these two phenomena. Therefore, this study attempts to find an answer to the question of whether employees' perceptions of organizational behavior affect internal service quality. In this way, it will be possible to preview the appropriate use of phenomena that are likely to support each other, such as organizational citizenship behavior and internal service quality.

Theoretical framework

Organizational citizenship behavior

Nowadays, the advent of technology and globalization have a strong impact on enterprises and intensify competition in the global business environment. Accordingly, they have begun to study their employees' behaviors, such as organizational citizenship behavior, which is seen as a means of gaining a competitive advantage in business. Organizational citizenship behavior, which dates to the work of C. I. Barnard and D. Katz, was first conceptualized by D. W. Organ and his colleagues (Barnard, 1938; Bateman, Organ, 1983; Katz, 1964; Smith et al., 1983). While C. I. Barnard emphasized the willingness of individuals to contribute to the organization through their efforts, D. Katz focused attention on the activities that employees engage in as a result of non-mandatory and undefined extra-role behavior. Based on this distinction, D. W. Organ defined the concept of organizational citizenship as "an individual behavior which is not rewarded by a formal reward system...but that, when combined with the same behavior in a group, results in effectiveness" (Organ, 1988, p. 4).

On the other hand, W. C. Borman and S. J. Motowidlo defined extra-role as behavior aimed at demonstrating correct behavior to help other employees or support the organization (Borman, Motowidlo; 1997). Organizational citizenship behavior refers to the voluntary behaviors of employees that contribute to organizational performance outside of their duties and has a positive impact on the organization or its members (Robbins, 2001; Tran, Choi, 2019; Grego-Planer, 2019). In short, the common idea highlighted in these definitions is that within such behaviors, employees contribute to the organization with a sense of loyalty and exhibit behaviors in which they adhere to formal and informal rules within the organization.

Organizational citizenship behaviors can include many behaviors, such as helping a new employee learn the ropes; supporting a colleague with his or her workload; working overtime; taking on additional tasks; accepting temporary impositions without complaint; defending the organization; and speaking openly about issues that are important to the organization (Kark, Waismel-Manor, 2005; Grego-Planer, 2019). Meanwhile, numerous researchers have conducted numerous studies to determine the boundaries and dimensions of organizational citizenship (Smith, et al., 1983; Organ, 1988; Graham, 1991; Podsakoff et al., 2000). Of these researchers, C. A. Smith with colleagues proposed dividing organizational citizenship into two dimensions, primarily altruism and generalized compliance (Smith et al., 1983). J. Graham divided organizational citizenship behavior into three dimensions, focusing on organizational behaviors such as obedience, loyalty, and participation (Graham, 1991). D. W. Organ, on the other hand, divided organizational behavior into five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, based on the responsibilities that citizenship requires (Organ, 1988).

In contrast to the above classifications of organizational citizenship behavior, L. J. Williams and S. E. Anderson proposed that altruism and kindness can be classified as organizational citizenship behaviors towards the individual, while the latter three behaviors represent organizational citizenship behaviors towards the organization, thus simplifying organizational citizenship behavior to two dimensions (Williams, Anderson, 1991). This proposal has been accepted by many researchers (McNeely, Meglino, 1994; Lee et al., 2002; LePine et al., 2002).

As shown above, although the literature distinguishes between different dimensions of organizational citizenship, these dimensions are usually closely interrelated. This makes it very difficult to draw clear boundaries between the different dimensions (LePine et al., 2002; Ilies et al., 2007; Chen, 2011). In order to avoid a possible misinterpretation of the sub-dimensions of organizational citizenship, only two levels are considered in this study instead of the dimensions within the organizational citizenship structure: organizational citizenship behavior towards the organization and organizational citizenship behavior towards the individual (Lee, Allen, 2002; Williams, Anderson, 1991; Ilies et al., 2007). Organizational citizenship behavior is thus defined as extra-role behaviors that employees voluntarily and intentionally exhibit towards the organization and others (Lee, Allen, 2002; Tutar, 2016).

Individual-oriented organizational behavior is behavior that directly benefits others in the workplace and indirectly benefits the organization. Individually oriented behaviors include altruism as well as other positive cooperative behaviors and facilitation of interpersonal communication (Ilies et al., 2007). It is possible for an employee to help another employee in an organization by sharing his or her knowledge, skills, and experience. On the other hand, in cases where an employee does not come to work for various reasons, his or her work is voluntarily done by other colleagues, which is an individual-specific organizational citizenship behavior. R. Ilies with colleagues, on the other hand, focus on organizational citizenship behaviors that benefit the organization and contribute to its future (Ilies et al., 2007). This dimension includes creative and innovative behaviors, as well as behaviors

indicative of work engagement, such as organizational loyalty, conformity, conscientiousness, and civic virtue.

Internal service quality

In today's competitive business environment, employees are the most valuable resource and an important component of an organization's competitive advantage (Prentice, King, 2011). Since customer loyalty can be achieved through high service quality, the quality of service provided to internal customers (employees) also affects employee behavior and performance (Singh, 2016; Hallowell et al., 1996). The concept of "internal service quality," first articulated by W. E. Sasser and S. P. Arbeit, who viewed employees as internal customers, is based on the idea that the entire organization should serve those who serve it (Sasser, Arbeit, 1976). Internal service quality refers to the services provided by the various departments of the organization or the individuals working in those departments to other departments or to employees within the organization (Strauss, 1995; Skarpeta et al., 2020).

In this approach, employees are considered internal customers who receive services from other members of the organization to conduct their business (Zeithaml, Bitner, 1996; Prentice, 2018). Internal service quality is characterized by employees' attitudes towards each other and how they serve each other within the organization and is considered essential to superior external service quality (Strauss, 1995). Internal service quality indicates the extent to which an employee is satisfied with the services provided by internal service providers. In addition, internal service quality refers to how employees perceive the quality of services they receive from or provide to their colleagues (Di Xie, 2005; Singh, 2016).

Internal service quality is a process that involves employees, managers, departments, and the entire organization. Internal service quality is created through the interaction between these elements. Internal service quality is determined by the organization's leadership style, working methods, employee qualifications, employee training level, training opportunities, responsibility, authority, coordination, cooperation, communication, teamwork, and the sense of "we" (Demirel, 2009).

An organization or company that wants to provide high-quality external services assumes that it must first provide satisfactory internal services to meet the needs of its employees (Singh, 2016; Hallowell et al., 1996). Based on this belief, which is grounded in service profit chain theory (Heskett et al., 1994), internal service quality affects employee satisfaction, commitment, and performance, which in turn affects customer satisfaction, loyalty, and organizational revenue and growth. Researchers also emphasize that institutions should provide good service to their internal customers (employees) in order to better serve external customers (George, 1990; Bell, Mengüç, 2002; Lin et al., 2021).

Internal service quality not only affects employee performance but also strengthens their sense of belonging to the organization (Prentice, 2018). B. Bai and colleagues conducted a case study in a Las Vegas casino and found that internal service quality has a significant impact on employee satisfaction and organizational commitment (Bai et al., 2006). Research shows that internal service quality has a direct impact on employee work attitudes and behaviors (Kang et al., 2002).

Organizational citizenship behavior and internal service quality

The willingness of employees to act beyond their formal roles is key to providing quality services to the organization's service recipients. These intentional extra-role behaviors of employees outside their roles also referred to as organizational citizenship behaviors, involve performance that goes beyond formal job requirements (Lo et al., 2006). Organizational citizenship behavior not only contributes directly to the service quality of organizations but also indirectly improves the customer orientation of the personnel who interact with the customer by providing help and support between

the employee and his or her colleagues. In other words, organizational citizenship behavior contributes both directly and indirectly to the quality of service provided (Morrison, 1996).

Many studies confirm the direct contribution of organizational citizenship behavior to organizational performance (Bell, Mengüç, 2002; Podsakoff et al., 2000; Rita et al., 2018). When examining these studies, it can be seen that researchers mostly focus on the relationship between organizational citizenship behavior and external customers (Morrison, 1996; Bell, Mengüç, 2002; Bienstock et al., 2003). Many studies confirm the direct contribution of organizational citizenship behavior to organizational performance (Bell, Mengüç, 2002; Podsakoff et al., 2000; Rita et al., 2018). When examining these studies, it can be seen that researchers mostly focus on the relationship between organizational citizenship behavior and external customers (Morrison, 1996; Bell, Mengüç, 2002; Bienstock et al., 2003).

External customer satisfaction in organizations largely depends on how employees feel (Gjurašić, Lončarić 2018). Researchers have empirically confirmed the relationship between internal service quality and external customer satisfaction (Tortosa et al., 2009; Bouranta et al., 2009). Moreover, internal service quality is considered the most important driver of external customer satisfaction. However, there are few studies in the literature that address the relationship between organizational citizenship behavior and internal service quality (Gjurašić, Lončarić, 2018). It can be seen that current studies mostly focus on the impact of internal service quality provided to employees on employees' organizational citizenship behavior.

The study of J. Graham, one of these limited researchers, recommends that organizations grant employees appropriate civil, social, and political rights in order to promote organizational citizenship behavior among employees (Graham, 1991). This suggestion by J. Graham provides a diagnostic framework for improving the internal service quality. In the study conducted with service employees, it was found that employees' perceptions of how they are treated by their organizations, i.e., what organizational rights they are afforded, are positively related to their organizational citizenship behaviors (Bienstock et al., 2003).

Another study surveyed 245 employees at 22 hotels to examine how employees' perceptions of internal service quality affect their additional roles, which are expressions of discretionary employee behaviors that go beyond formal role requirements (Choi et al., 2013). The researchers found a significant relationship between employees' extra-role behaviors and internal service quality.

In another recent study of police officers, police officers' perceptions of internal service quality were found to have a positive and significant impact on their organizational citizenship behaviors. In addition, the study found that managers' understanding of employees' needs, provision of adequate internal communication, managers' accessibility to employees, and behaviors that improve internal service quality, such as courtesy towards employees, have a more positive effect on employees' service-oriented citizenship behaviors (Allahyari Bouzanjani, 2015).

As mentioned earlier, researchers focus on the relationship between organizational citizenship behavior and external service quality in the organizational behavior literature, assuming organizational behavior and external service quality as explanatory variables (Kandeepan et al., 2019; Akçin, 2021). However, as demonstrated in the service-profit chain theory shows, external customer satisfaction largely depends on internal customer (employee) satisfaction (Heskett et al., 1994; Yee et al., 2009). Numerous empirical studies have supported this theory (George, 1990; Bell, Menguc, 2002; Bellou, Andronikidis, 2008; Lin et al., 2021). Internal service quality is necessary to achieve high external service quality (Varey, 1995). In this context, it can be assumed that organizational citizenship behavior, which is considered a predictor of external service quality, is also a predictor of internal service quality, which is considered a precursor of external service quality.

Internal service quality is characterized mainly by the fact that the employee, as an internal customer, is supported and satisfied by the organization for which he or she works, by other departments and colleagues (DiXie, 2005; Singh, 2016; Varey, 1995). On the other hand, organizational citizenship behavior is explained as positive extra-role behavior of the employee towards colleagues and the organization in the work environment (Robbins, 2001; Tran, Choi, 2019). In this regard, the extra-role behaviors and actions shown by the employee towards the organization and individuals can lead to increased support and satisfaction of the internal customer and thus improve the perception of internal service quality. The willingness of an organization's employees to support their organization and colleagues is expected to positively affect the perception of internal service quality within that organization.

However, the structure of organizational citizenship behavior focuses on identifying, measuring, and managing employee behaviors that increase organizational effectiveness but are not adequately explained in traditional employee job performance evaluations (Dimitriades, 2007). For this reason, focusing only on the relationship between employee organizational citizenship behavior and external service quality is not sufficient to understand the importance of organizational behavior to the organization. With this in mind, the purpose of this study is to examine how employees' perceptions of organizational citizenship behavior affect internal service quality. Based on this objective, the hypotheses of the study are as follows.

H1: Organizational citizenship behavior towards the individual significantly affects the individual-based internal service quality.

H2: Organizational citizenship behavior towards the individual significantly affects the group-based internal service quality.

H3: Organizational citizenship behavior towards the individual significantly affects the organization-based internal service quality.

H4: Organizational citizenship behavior towards the organization significantly affects the individual-based internal service quality.

H5: Organizational citizenship behavior towards the organization significantly affects the group-based internal service quality.

H6: Organizational citizenship behavior towards the organization significantly affects the organization-based internal service quality.

Research method

Research design and model

The study was designed according to the quantitative research method to investigate the relationship between employees' perception of organizational affiliation and internal service quality. The research was conducted according to a cross-sectional survey, one of the general survey models. The model of the investigation resulting from the theoretical study is shown in Figure 1.

Participants and sample

The population of the study consists of the employees of the Municipality of X province. The sample for the study consists of 216 employees of the Municipality who were selected through convenience sampling among these employees. The demographic data of the participants can be found in Table 1.

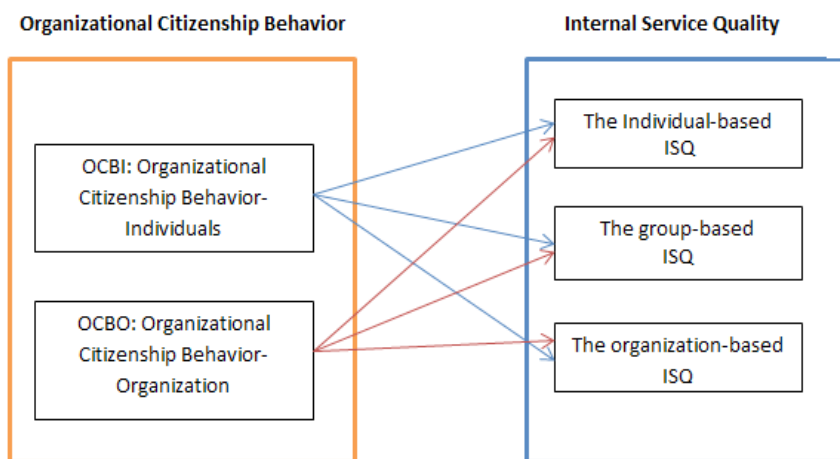


Figure 1. Model of the study

Table 1. Sample characteristics

Demographics	Category	Frequency	Percent
Gender	Woman	50	23.1
	Man	165	76.4
	Missing	1	.5
	Total	216	100.0
Marital status	Married	160	74.1
	Single	54	25.0
	Missing	2	.9
	Total	216	100.0
Status	Executive	15	6.9
	Employee	191	88.4
	Missing	10	4.6
	Total	216	100.0
Age	25 and less	15	6.9
	26–35	91	42.1
	36–45	76	35.2
	46 and more	31	14.4
	Missing	3	1.4
	Total	216	100.0
Education	Elementary school	3	1.4
	Secondary school	7	3.2
	High school	79	36.6
	College	34	15.7
	Faculty	80	37.0
	Postgraduate	11	5.1
	Doctorate	1	.5
	Missing	1	.5
Total	216	100.0	
Service in the institution	0–3	58	26.9
	4–6	43	19.9
	7–10	34	15.7
	11–14	17	7.9
	15 and more	54	25.0
	Missing	10	4.6
	Total	216	100.0

Data collection tools

The internal service quality scale used in the study was adopted from Y. Demirel’s study using M. S. Di Xie’s scale (Demirel, 2009; Di Xie, 2005). Using the three-level approach defined by S. Cook, the internal service quality scale consists of three sub-dimensions: individual-based internal service quality, group-based internal service quality, and organization-based internal service quality (Cook, 2004). Individual-based internal service quality refers to the services provided from employee to employee. Group-based internal service quality includes the services provided between departments, while organization-based internal service quality refers to the support of internal service quality within the boundaries of the organization. The Turkish construct validity and reliability of the scale was conducted by Y. Demirel (2009). The author obtained an alpha coefficient of 0.936 for the scale. The Kaiser — Meyer — Olkin (KMO) value was found to be 0.907 and revealed that the scale explained 60.95% of the total variance.

The Organizational Citizenship Behavior scale was adopted from H. Chen’s study (Chen, 2011). In the aforementioned study, organizational citizenship behavior was measured in two basic dimensions, organizational citizenship behavior towards the organization and organizational citizenship behavior towards the individual, and the validity and reliability of the scale proved to be high.

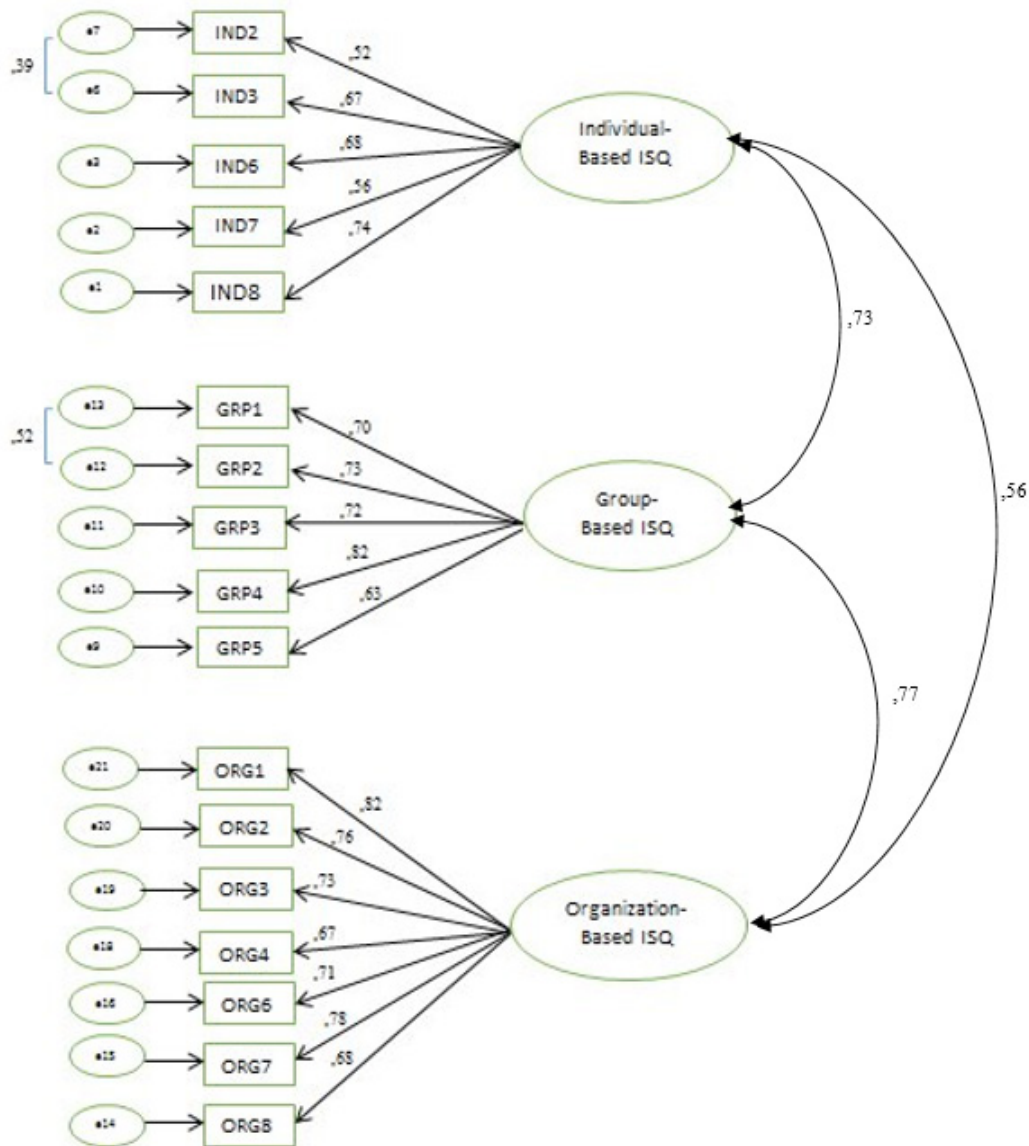


Figure 2. Internal service quality CFA diagram

Construct validity and reliability of scales

Since the scales used in the study had been previously tested for construct validity and reliability in Turkish, confirmatory factor analysis (CFA) was performed to test construct validity. The CFA diagram of the internal service quality scale is shown in Figure 2.

As a result of the CFA, IND1 (the first item of the individual-based quality dimension of the internal service quality scale), IND4 (the fourth item of it), IND5 (the fifth item of it) and ORG5 factor loadings (the fifth item of the organization-based quality dimension) were excluded from the analysis because they were below 0.50. Finally, the factor loads of the scale were between 0.52 and 0.74 for the individual-based quality dimension, between 0.63 and 0.82 for the group-based quality dimension, and between 0.67 and 0.82 for the organization-based quality dimension.

The organizational citizenship behavior scale CFA diagram is given in Figure 3.

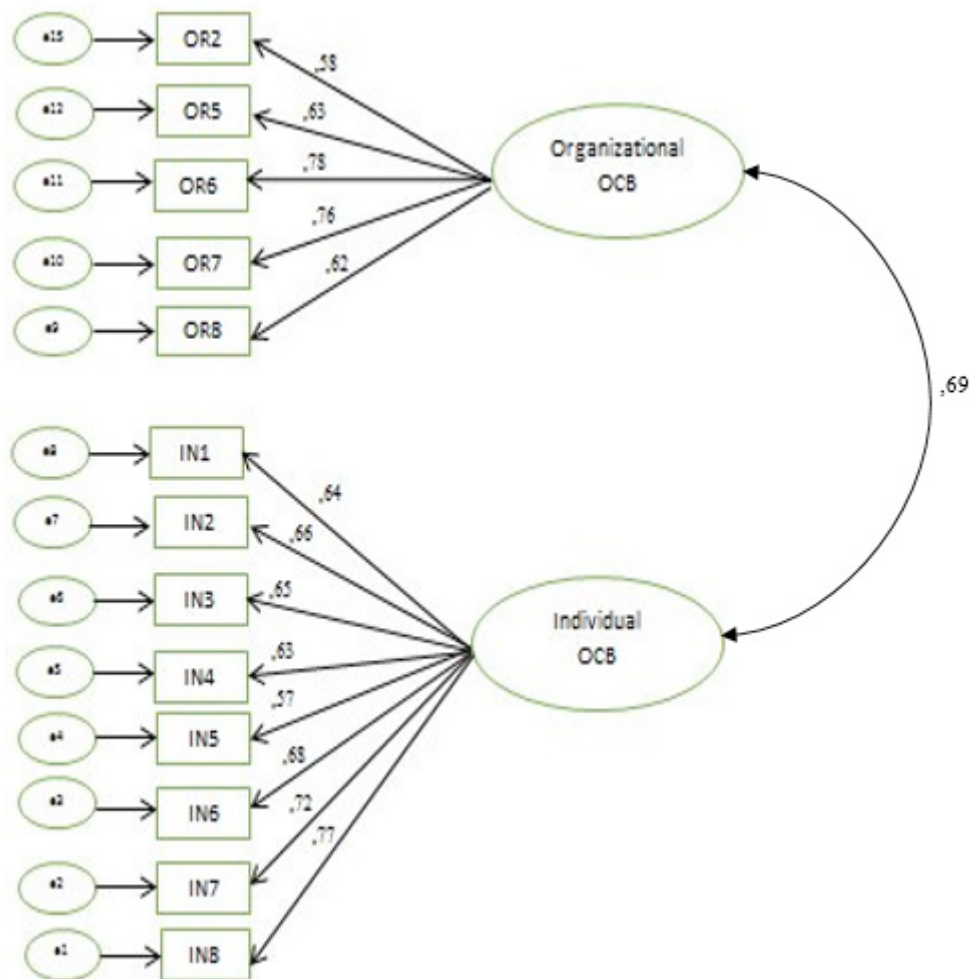


Figure 3. Organizational citizenship behavior CFA diagram

As a result of the CFA, OR1 (the first item of the organizational citizenship behavior towards the organization dimension), OR3 and OR4 (the fourth and the fifth items of it) loadings were excluded from the analysis because they were below 0.50. The factor loadings of the scale were between 0.54 and 0.77 for the OCB for the individual dimension, and between 0.54 and 0.78 for the OCB for the organization dimension.

The goodness of fit values for the scales obtained from the CFA results are shown in Table 2.

Table 2. CFA goodness of fit values

Variable	χ^2	<i>sd</i>	χ^2/sd	GFI	CFI	TLI	RMSEA	SRMR
Allowable value			≤ 5	$\geq .85$	$\geq .90$	$\geq .90$	$\leq .08$	$\leq .08$
Internal service quality	256.653	114	2.251	.869	.923	.908	.076	.0691
Organizational citizenship behavior	162.689	76	2.141	.907	.919	.903	.073	.0562

As a result of the CFA, both scales were found to meet the criteria of acceptable goodness of fit. The findings of the correlation and reliability analyses are shown in Table 3.

Table 3. Correlation and reliability analysis

Variable	Avg.	Standard Deviation	Individual	Group	Organization	OCB towards the individual	OCB towards the organization
Individual	4.1560	.61920	(.781)				
Group	3.8995	.79355	.574**	(.851)			
Organization	3.7100	.80312	.439**	.688**	(.890)		
OCB towards the individual	4.1195	.55859	.570**	.529**	.521**	(.864)	
OCB towards the organization	4.1285	.58002	.461**	.397**	.290**	.577**	(.797)

The correlation analysis showed that there is a significant relationship between the variables in the same direction at a significance level of 0.01. The reliability analysis showed that the values of the alpha coefficient for all scales were above 0.70 and that the scales were reliable.

Findings

Structural equation model

To test the research model, a structural equation model was established and analyzed. Structural equation modeling was preferred in this study because it is a method of analysis that tests theoretical models as a whole. In addition, this method allows researchers to test latent variables directly in their minds (Yuan, Bentler, 2006). Another reason for choosing this analysis method is that it makes it possible to test whether the constructed research model and hypothesis are confirmed by variables from both sides (Hox, Bechger, 1995). The structural equation model is shown in Figure 4.

The values for the goodness of fit of the model resulting from the analysis of the structural equation model are shown in Table 4.

Table 4. Structural equation model goodness of fit values

Variable	χ^2	<i>sd</i>	χ^2/sd	GFI	CFI	RMSEA	SRMR
Allowable criteria			≤ 5	$\geq .85$	$\geq .90$	$\leq .08$	$\leq .08$
Model	693.323	391	1.773	.826	.903	.06	.0616

The result of the analysis is that the CMIN/DF value is less than 5, the CFI value is greater than 0.90, and the RMSEA and SRMR values are less than 0.08, indicating that the model meets the acceptable fit criteria.

The regression weights resulting from the analysis of the model can be found in Table 5.

Table 5. Structural equation model regression weights

Tested path	Standardized estimation	Standard error	Critical ratio	Significance
Organizational <--- Towards Organization	-.008	.104	-.098	.922
Group <--- Towards Organization	.078	.108	.868	.386
Individual <--- Towards Organization	.266	.099	2.767	.006
Organizational <--- Towards Individual	.632	.13	5.464	***
Group <--- Towards Individual	.667	.144	5.172	***
Individual <--- Towards Individual	.683	.113	5.787	***

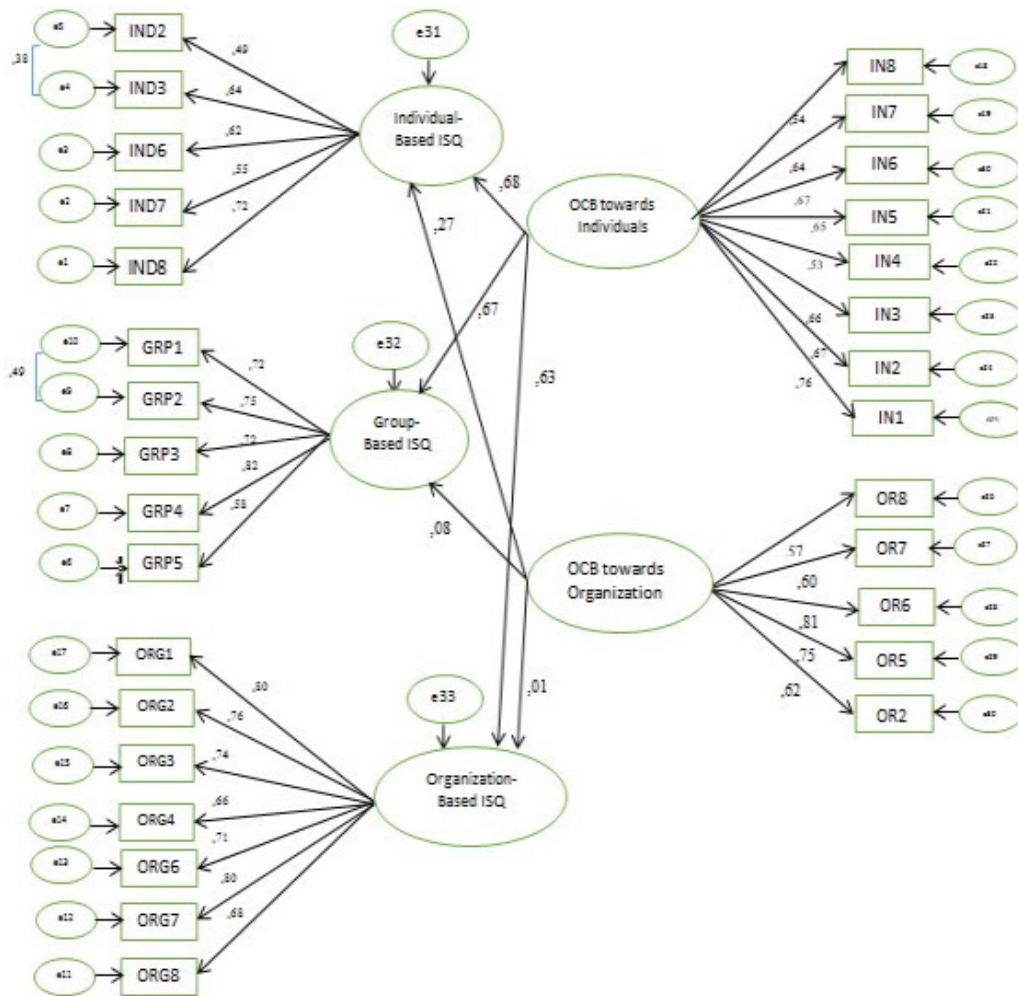


Figure 4. Structural equation model

As a result of the structural equation model analysis, it was found that organizational citizenship behavior towards the individual positively affects the organization-based, group-based and individual-based internal service quality, and that organizational citizenship behavior towards the organization positively affects individual-based internal service quality. As a result of the analysis, hypotheses *H1*, *H2*, *H3*, and *H4* were supported, while hypotheses *H5* and *H6* were not supported.

Discussion and conclusion

This study addresses the effect of employee perceptions of organizational citizenship behavior, defined as voluntary extra-role behavior, on internal service quality. The study attempted to find an answer to the question of whether organizational citizenship behavior affects internal service quality. As a result of the study, it was found that there is a significant and positive relationship between the mentioned variables.

According to the findings of the analysis, organizational citizenship behavior towards individuals has a positive effect on all three dimensions of employees' internal service quality (individual-based, group-based, and organization-based) ($p < 0.001$). This result shows that organizational citizenship behavior towards the individual positively reinforces internal service quality. In other words, the employee's voluntary self-sacrifice to help other employees, to share his or her knowledge and skills with them, to help other employees, and to make their work easier positively shapes employees' perceptions of internal service quality. This finding is consistent with the literature. Researchers

point out that employees' extra-role behaviors improve the efficiency of internal services (Morrison, 1996; Bansal et al., 2001). In fact, internal service quality also expresses how employees perceive the quality of services they receive from and provide to their colleagues (Strauss, 1995; Di Xie, 2005; Singh, 2016). These results can prove that there can be a correspondence between the results of the study and the literature and increase the external validity of the study.

Another important finding of the study is that organizational citizenship behavior towards the organization positively affects individual-based internal service quality ($p < 0.006$). It is expected that the perception of internal service quality towards the organization will increase when employees show extra roles and behaviors towards the organization. This is because organizational citizenship behaviors toward the organization focus on behaviors that benefit the organization (Ilies et al., 2007). However, this result shows that employees distinguish between individual support and organizational support when it comes to internal service quality. This could be due to the fact that organizational citizenship behavior is perceived by other employees as individual support rather than organizational support, as it is expressed by individuals even though it is organization-related.

The results of the study show that there is a moderate relationship between organizational citizenship behavior and internal service quality, and that organizational citizenship behavior is a predictor of perceptions of internal service quality. From these results, it appears that the psychological sense of ownership is an affecting factor in people's success in the workplace and their relationships with each other.

The extra positive role behavior that employees display towards individuals and the organization beyond their formal role leads to increased support and satisfaction among other employees and thus to an increased perception of internal service quality. Employees who feel valued and supported by their colleagues will work harder to perform better.

In this study, contrary to the general consensus, we attempted to explain organizational citizenship behavior that explains external service quality by suggesting that it could also be an explanation for its precursor, internal service quality. In doing so, we drew on service-profit chain theory. In this context, it can be said that the study is original. Future research could further contribute to this field by testing the model used in this study with other samples.

The sample of the study consists of a limited number of people and the sample of the study is limited to the mentioned sample. Therefore, conducting studies with other samples may yield different results. These studies were conducted on municipal employees, and it is possible to get different results in private sector organizations. Because this is a quantitative study, replicating the subject with qualitative and mixed-method research may increase the validity of the study. In future studies, it may be useful to build and test the model with different variables.

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Анализ влияния организационного гражданского поведения на качество внутреннего обслуживания

ДЕМИРЕЛЬ Явуз

ORCID: 0000-0003-3478-6307

Университет Чанкыры Каратекин, Чанкыры, Турция

КАРАДЕМИР Омер

ORCID: 0000-0003-1109-4797

Университет Кастамону, Кастамону, Турция

Аннотация. Организационное гражданское поведение, которое объясняется в терминах альтруизма, добросовестности, вежливости и гражданской добродетели, обсуждается в двух аспектах, а именно: организационное гражданское поведение по отношению к индивидууму и по отношению к организации. Качество внутреннего обслуживания основано на том принципе, согласно которому отношения между работниками, работающими в разных подразделениях организации или между подразделениями, или между организацией и работником осуществляются в соответствии со стандартами качества. *Цель.* Соответственно, основная цель этого исследования состоит в том, чтобы определить потенциал восприятия сотрудниками организационной гражданственности для объяснения качества внутреннего обслуживания. С этой целью были собраны путём анкетирования данные от 216 служащих, работающих в государственной сфере в городе Х Турции. В ходе исследования в первую очередь протестировались конструктивная валидность и надёжность шкал. Для анализа исследовательской гипотетической модели было использовано моделирование структурными уравнениями. *Результаты.* В результате моделирования структурными уравнениями было установлено, что организационное гражданское поведение по отношению к индивидууму положительно влияет на организационное, групповое и индивидуальное качество внутреннего обслуживания. С другой стороны, было установлено, что организационное гражданское поведение по отношению к организации вносит положительный вклад в качество внутренних индивидуальных услуг. *Ценность результатов.* Из результатов исследования стало понятно, что существует умеренная взаимосвязь между организационным гражданском поведением и качеством внутренних услуг и, соответственно, восприятие организационного гражданского поведения является предиктором качества внутренних услуг. Выяснилось, что психологическое чувство собственности, которое является определяющим фактором успеха сотрудников на рабочем месте, действует как фактор, влияющий на их отношениях друг с другом.

Ключевые слова: организационное гражданское поведение; качество внутренних услуг; государственный сектор.